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MAY 1989

Spending For Highway Construction Rises As Focus Shifts To Rehabilitation

By Donald P. Merwin

Until the next highway act is approved in 1991, the only improvement in construction funding will come from state tax increases, barely enough to keep up with inflation. Meanwhile, two issues are paramount for those who plan and build roads: what to do about traffic congestion in most metropolitan area; and how to fight those who would in-crease the federal gas tax, not to build roads but to prop up the federal budget.

It's not a gloomy picture, however, because highway contractors can hardly remember better days, as they shift their focus from new construction to rehab and reconstruction work.

Construction spending on highways this year is pegged at $26.6 billion by the Commerce Dept., up a healthy 6 percent from 1988's $25.1 billion. When inflation is removed, it's still a solid 2 percent increase, much of which comes from the states. Federal-aid will be $12 billion, plus nearly $1 billion in programs exempt from the obligation ceiling. That's up a few million from last year but relatively flat, and it will remain so for the next two years.

FHWA'S Farris Sees Change

Winds of change are stirring in longterm planning for highways—"the end of an era." says Robert E. Farris, the Federal Highway Administrator. "Since the 1930s we have developed a focus on our highway network," Farris adds. "That era is ended. Now there needs to be another national agenda, to improve what we have and improve accessibility" to communities not served by an Interstate highway. To that end. Farris believes a gas-tax hike to reduce the deficit "would increase transportation costs and gnaw away at our competitiveness with other countries."

Moreover, Farris warns, "asphalt and concrete are not

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1989 Montana Bid Letting Dates

The Montana Highway Commission has approved the following bid letting dates for 1989.

May 25	June 29
July 27	August 24
September 28	October 26
December 7	

1989 Bid Letting Dates

Following is the 1989 schedule of bid lettings for North Dakota and South Dakota.

North Dakota

May 19	June 16
July 21	September 22
November 17	

South Dakota

May 19	June 7
June 27	July 19
August 15	September 19
October 17	November 14

DBE Meeting Room

MDOH continues to sponsor a meeting room at the Colonial Inn, the evening prior to bid letting, during the hours of 4-6 P.M. and 8-10 P.M.

This room provides a central location for DBE's and Prime Contractors to meet and exchange information.

DBE's are encouraged to stop by and list the projects they are bidding and where they may be reached.

PLEASE RETURN

Recertified DBE Firms

The following firms were recertified as of April, 1989:

AAA Fencing & Welding, Victor, MT
Arrowhead Construction, Inc., Idaho Falls, ID
C. P. Enterprises, Turah, MT
Deb-Wall Steel Erectors, Clinton, MT
Olsen Construction, Clinton, MT
Oswego Iron Company, Laurel, MT
Photo-Graphics, Missoula, MT

New Certifications

The following new firms were certified as of April, 1989.

Arrow-Head Sand, Inc., Box 184, Roberts, ID 83444. Phone: (206)228-6292. Owner: Clara Anderson. The firm is a highway related D/WBE and provides services in grading, demolition, excavation, truck hauling and land-scaping. The firm is an authorized SBA 8(a) contractor.

Bald Eagle Construction Co., P.O. Box 898, Belcourt, ND 58316. Phone: (701)477-6305. Owner: Stanley "Soldier" Frederick. The firm is a highway related DBE and provides services in excavation, drainage, pipe and culverts.

Capiral Construction Co., P.O. Box 2784 TA, Spokane, WA 99220. Phone: (509) 483-9319. Owner: Ernesto M. Capiral. The firm is a highway related DBE and provides services as an electrical contractor, and is also an authorized SBA 8(a) contractor.

Certification Extension

The following firms have been granted an extension until May, 1989.

Askew Construction Co., St. Paul, MN
Big Z Trucking, Billings, MT
LaSalle Construction Inc., Havre, MT

Certification Expirations

The following firms have allowed their certifications to expire as of April, 1989.

D & L Construction, Wolf Creek, MT
Four Moon's Enterprizes, East Helena, MT
Green Way Enterprises, Helena, MT
Marcelle Shyne, Appraiser, Bozeman, MT

Operator's Prevailing Wage Rate Increase

The "General Wage Determinations Issued Under The Davis-Bacon and Related Acts, Volume III" has had a change published that increase the Operator's Wage Rates. The increase will raise all classifications by twenty (.20) cents per hour in the basic rate and ten (.10) cents per hour in the fringe benefits. These new rates will be incorporated for all Federal-Aid contracts advertised on June 1, 1989 for the proposed letting date of June 29, 1989.

If you have any questions, please contact Sam Prestipino at (406)444-6334.

The Civil Rights Newsletter is published on a monthly basis by the Montana Department of Highways' Civil Rights Bureau.

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the principal solution" to urban congestion. "We need better management to keep our roads in good repair and provide better information to the states." Among Farris' other solutions are establishing traffic corridors to take some vehicles off freeways, coordinating traffic signal timing, and encouraging high-occupancy vehicle travel including special highway lanes.

Inter-suburban travel now accounts for 60 percent of urban area traffic and "confounds efforts to solve the congestion problem with conventional public transit," says Farris. That, plus an 83 percent increase in the last 20 years in women drivers' numbers, have created traffic that is nearing gridlock in some communities.

Studies By the Dozen

Meanwhile, studies abound on road needs, as do studies criticizing those studies. But they all point up the need to repair existing roads and relieve urban congestion.

A new study by the General Accounting Office (GAO) criticizing the Transportation Dept.'s last report to Congress, made in 1987, that said the cost to maintain highway conditions through 2000 would be $315 billion, and 240,000 of the nation's 575,000 bridges are deficient and would cost $50 billion to repair.

The bridge estimate "is based on inaccurate, incomplete and inconsistently reported state data" and the DOT "needs to distinguish the varying levels of bridge deficiencies and their costs," GAO says. GAO also criticizes DOT's $315 billion figure, stating it "does not make clear that about one-half of this amount represents backlogged highway needs that already exist."

GAO recommends development of an "intermodal strategy" but says such planning "cannot be achieved simply by combining the various (existing) studies" because they differ markedly in the data they report.

An interim report by the Federal Highway Administration (FHWA), covering 1987 to 2005, ups the ante even further. It estimates maintenance needs at between $400 billion and $488 billion, plus bridge repair at $93 billion. FHWA places all highway needs, including new construction, at between $565 billion and $655 billion, an average of $29.8 to $34.5 billion per year, plus bridge needs averaging $4.9 billion a year.

Tax-hike Fight Develops

Resounding concern over a large gas-tax increase to balance the budget has often been expressed by Lester P. Lamm, president of the Highway Users Federation, which, with other organizations, developed a Transportation 2020 program to present to Congress this year.

The National Economic Commission, created by Congress and the last Administration to find ways to balance the budget and stimulate economic growth, has been expected to propose a gas-tax increase of anywhere from 10 cents to $1 a gallon, which would generate $10 billion to $100 billion in revenue.

"A dollar increase would do more than raise revenue," says Lamm. "It would reduce travel and could cut (the revenue from) each penny as low as $700 million. The federal budget is going to come up early and often and there are going to be some tough choices. We just want to be sure our choice is seen as a real issue."

"If we get a gas-tax increase for deficit reduction, it won't be because we sat back and were quiet about it."

2020 plan to Congress

In a response to a call in the Washington Post for a $1 a gallon gas-tax increase, Lamm wrote: "Most Americans have a far different attitude toward national taxes on motor fuel than their foreign counterparts. We see them as long-term investment in the transportation future, not as a deep pocket to pay for government fiscal problems."

The Transportation 2020 coalition wants to have its agenda to Congress by the end of 1989, which Lamm calls "the most significant year for highways since 1956," when the interstate system way begun. Lamm says federal aid for highways could be expanded to $18 billion or more by drawing down the trust fund balance, now about $10 billion.

The program would provide $10 billion a year for Interstate maintenance, primary highway improvements, adding lanes as needed and some new roads including as much as 20,000 miles of limited-access links to existing Interstates. It also would provide up to $4 billion a year for urban and suburban roads and transit, $2 billion to upgrade rural roads and up to $3 billion for bridge repair and replacement.

In its arguments, HUF points out that the number of vehicles in the nation has increased by 144 percent to 181 million since 1960, compared with a population increase of 33 percent to 243 million. The number of miles driven, HUF says, will increase to 3 trillion from today's 1.9 trillion in the next decade.

Fast growth for bridge work

Highway construction spending in 1988 surged dramatically from the year earlier, to $25.1 billion from $22.8 billion. The Commerce Dept. believes that was caused by government impasse over renewal of spending authority, which delayed some 1987 projects to the following year. This year, Commerce says, will be about the same as 1986 in noninflationary terms. Bridge construction, says Commerce, is likely to grow faster than highway work in the next several year because of the backlog of deficient structures.

Between 6000 and 7000 federal-aid bridges and an additional 1000 to 2500 state-owned structures are repaired or replaced each year, according to John J. Ahlskog, FHWA's bridge design chief. More than $5

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billion annually is spent on bridges, including $1.63 billion of dedicated federal aid.

Ahlskog doubts all that money is being spent wisely. "I suspect we're replacing when, in many cases, rehabilitation would be a better buy," he says,. "Sometimes you can rehabilitate two for the cost of replacing one," The average age of a bridge, at replacement, in 68 years.

About 40 percent of the nations bridges are 15 to 35 years old and, warns Ahlskog, "In another 10 years we're going to have to rehabilitate a lot of bridges."

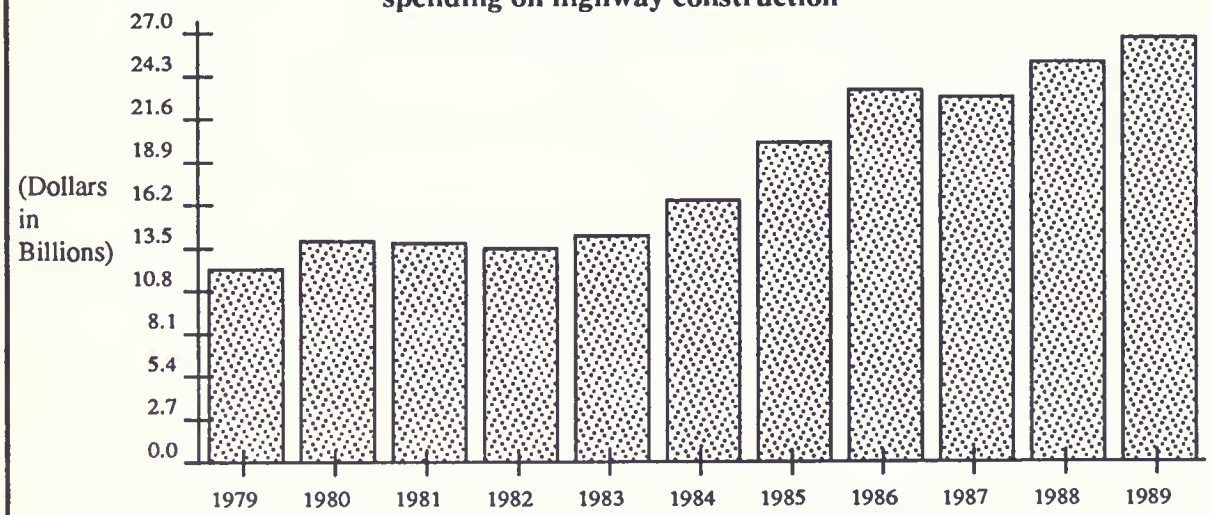
Cathodic protection, which induces a low-voltage current into a bridge to counteract rebar corrosion from salt, is being promoted as one means to prolong lives of existing bridge decks. About 200 to 250 bridges have cathodic protection, which is endorsed by FHWA when applied using well-engineered procedures.

Tollroads, both public and private, might be an answer to some future construction. About $1.5 billion a year is spent on such facilities now. Among the major projects about to come up for bids, according to the International Bridge, Tunnel and Turnpike Assn., are the E-470 beltway around Denver, a $457 million job that includes some federal funds; state route 400 in Atlanta, a $268 million project that also includes federal aid; the $135 million Nashua, N.H., beltway, and $433 million segment of the Orlando beltway. The Dulles Tollroad extension in Virginia, a $125 million privately built and operated facility, could come on line when or if land is acquired.

Other private sector funding could yield nearly $1 billion a year, says FHWA. Sources include 100 percent financing by developers, cost sharing with owners based on frontage and street width, developers paying the local portion of a federal-aid improvement, and special assessment or tax increment districts.

Excerpt from the March 1989 Highway and Heavy Construction.

spending on highway construction



Luring People to Your Side

It's a Common Problem: You try to set goals for yourself, only you always seem to have trouble communicating them — and getting people to cooperate. Why? The answer may be that you don't inspire confidence. People just don't believe in you.

But you can create a dramatically different impression by taking a few positive steps, says Helen Collier, vice president of Bob Collier Enterprises, a training firm in New York. Collier, a former actress/model, teaches people — most of whom are in the entertainment industry — how to communicate and reach their goals.

"For 24 hours a day, you're either being positive or negative," she says, "But when you're positive, you're going forward." According to Collier, you can communicate that optimistic, self-confident attitude—and get people on your side—by paying attention to these basic principles:

Have a definite purpose. You'll feel more in control of your life and you'll convey that to others. People won't believe in you if you haven't developed a clear-cut plan for achieving your objectives. "If you don't do that, you'll appear to be a drifter," she says.

Believe in yourself. If you do, then others naturally will have confidence in you and your ability to reach your goals.

Go the extra mile. By trying harder, you'll show people that you're a winner and you'll get them on your side.

Speak clearly. You'll be more convincing that way.

Look the part. Don't underestimate the importance of appropriate dress. Give yourself the physical appearance of a successful person who knows where he's going.

Be enthusiastic. Learn to develop and control your natural exuberance. That will help you to be a constant source of inspiration for others.

Entrepreneur

In early 1975 when Wally Amos, the charismatic entrepreneur who founded Famous Amos Chocolate Chip Cookie Co. and spawned the multibillion-dollar industry, showed up at a bank seeking a business loan, the loan officer asked to see his balance sheet.

"I handed [him] my press clippings," laughs Amos. "I didn't understand the value of financial statements. I was getting great press, so I put together a press kit and went into the bank. I didn't have an accountant, I was writing my own checks. I'm not a manager," concedes Amos.

Judging from the bank incident, few would disagree.

However, most would agree that because of his creativity, unwavering self-confidence, penchant for risk, determination, and vision Amos embodies the classic American entrepreneur. Amos' story—his rise from selling cookies baked in his home to multimillion-dollar cookie king—is one of the most celebrated in American business. (In 1975, with $25,000 he opened his first cookie shop. By 1985, his company had grossed $10 million.) Famous Amos Chocolate Chip Cookies can be found in groceries and specialty stores nationwide and abroad. The company's trademarks, Amos' panama hat and embroidered shirt, are on display at the Smithsonian Institution as the first memorabilia from a successful black businessman. Amos's smiling face became a familiar fixture on national talk shows and the college lecture circuit as he espoused the secret of his success. That success, however, would not last very long: his celebrated cookie empire was beginning to crumble.

In 1985, the company became dangerously low on capital and Amos was forced to sell equity to a venture capital firm, the Shansby Group of San Francisco, to stay afloat. Today, Amos owns no part of the company he founded.

According to Amos, his business fell victim to "a lot of bad management decisions"—most notably his own. "I [simply] hired the wrong people for the jobs. I thought the people running the company were skilled. It wasn't until some years later that I found out they weren't," recalls Amos, who admits that instead of searching for the right people to manage the company, he used family and friends. For example, to serve as president of his company, Amos hired a friend because he was "a nice guy" and his "intentions were in the right place." But this nice guy had no experience in running a company and was "in over his head," says Amos, who was "too busy promoting" and wasn't paying attention to what was going on with his company. "In any case, I didn't know what to look for."

As the quintessential entrepreneur, Amos possessed the talents to put an entrepreneurial company on the map: He is a brilliant creator, and a savvy promoter, not to mention an expert chocolate chip cookie maker. But, ironically, when the company started growing, he was not capable of giving it what it needed the most: strong managerial leadership and efficient administrative skills. "I'm about being innovative and doing new things," Amos says. "My strengths are in promoting and organizing, not the day-to-day [duties of managing], that's not what I want to do."

The 80's decade Of The Entrepreneur

During the 1980s, an average of 600,000 businesses were started each year. The business information services firm, Dun and Bradstreet Corp., cites 702,000 new start-ups in 1986 alone. It is no wonder the 80s is considered the decade of the entrepreneur. However more than 50% of these start-ups failed within the first two years. Of those that survived, only a few will be successful and grow into mature enterprises.

A chief reason business start-ups, the purest form of entrepreneurship, fail is simply because some very good entrepreneurs turn out to be very lousy managers. Like Amos, an entrepreneur must possess an uncanny knack for identifying and exploiting heretofore untapped opportunities, the relentless drive to make the idea work in the face of adversity, and the vision and creativity to transform that solid idea into a million-dollar business.

However, for some entrepreneurs getting the business started is the easy part. The hard part comes when their dreams become a reality and they suddenly find themselves trying to control the growth and overcome the attendant challenges of an emerging enterprise. They must battle against competition, identify and capture new markets, raise expansion capital, hire consultants and attorneys and manage employees.

Some are wise enough to realize that they are in over their heads, that the business is outgrowing their skills—that they need professional management. Others are blessed with both entrepreneurial and managerial qualities. Still other rely on the maverick—go-it-alone attitude—of the entrepreneur. A surefire recipe for disaster.

Starting up a business and managing a growing [enterprise] require different kinds of thinking, explains Barbara Solomon, dean of graduate studies at the University of Southern California. "Effective managers are sensitive to the goals and ambitions of others working for them. They know how to motivate and organize and have others 'bust their butts' for them. It is absolutely necessary for a manager to have an outstanding understanding of human behavior. The entrepreneur usually does not have excellent interpersonal skills. The competitive nature of an entrepreneur is counterproductive for a manager."

In addition, experts point out that it is not that most entrepreneurs don't have the aptitude for marketing, people management or finance. But that most entrepreneurs don't like the business end because it redirects the focus away from what they do best— creating and

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developing new products, says Dr. Helen Mendes, a Los Angeles psychotherapist and business consultant.

Eric Flamholtz, author of *How to Make the Transition From An Entrepreneurship to a Professional Managerial Firm* identifies three main differences between an entrepreneurship and a professionally managed firm. "First, the attitude toward profit is different" he says, In an entrepreneurship it is a planned variable whereas in a professionally managed firm there is an attempt to manage towards a number. [Secondly] planning in an entrepreneurship might be knowing what's happening after lunch. In a professionally managed firm there is a attempt to strategically envision and map out that future. Third, in an entrepreneurship, there are undefined and overlapping roles. In a professionally managed firm, there is a formal organizational structure."

If a business is to grow from a fledgling operation into an empire, stresses Flamholtz, the entrepreneur must develop those functioning within the company and most importantly not subscribe to "The Being There" syndrome—tapping whomever is available without formal management development to help run the company."

Alfred E. Osborne Jr., director of entrepreneurial studies at the University of California at Los Angeles, sums up the attitude of other experts when he says that "the fear of letting go is the number one pitfall facing entrepreneurs."

"Entrepreneurs have to realize that nobody can do it all themselves," he continues, "They have to know how to surround themselves with strong management people to do things they are not interested in or cannot do. Having a strong management team is especially important when the entrepreneur has to raise capital. "Investors look for proven teams of managers" when assessing a loan, points out Osborne.

However, asking an entrepreneur to give up even partial control is easier said than done. "A lot of entrepreneurial risk-taking, creativity, and the need for autonomy is stronger than a need for security," says Mendes. "It's very important to give up responsibility or to share responsibility with a person with more expertise, but that can be rough on the entrepreneur.

"I Need To Make My Business Grow"

Isaac King, a vice president of marketing for Brantley Bros. Moving and Storage Inc., a N.J. firm, agrees. "You never know how someone will treat what's yours." says King, who in 1967 helped found the company along with his stepfather, Malachia Brantley. "It's a constant balancing act. The entrepreneur must ask himself: Do I want to grow and take advantage of opportunities or do I want to remain small and do everything myself. If growth is the goal, [then the entrepreneur] must surround himself with good managers and hold them accountable to [fulfilling a vision and goal]."

If you want to be competitive, says King, "you [cannot] let your ego get in the way."

Brantley followed this advice when he realized his eight-grade education hadn't prepared him to deal with the mountain of paperwork needed to bid for government and corporate contracts. In 1972, he hired a consulting manager, Williams Davis, who helped to organize the flow of paperwork and was able to solicit business in the corporate and business community. Davis was successful in landing the firm's largest client, AT&T Bell Laboratories.

Besides AT&T Bell Laboratories, today Brantley Bros. has clients such as Exxon and Merck & Co., a Rahway, N.J. pharmaceutical firm, and generated $3.2 Million in sales last year. The company now has great respect for executives with strong managerial skills, according to King, and although all the managers are family members, all have business degrees.

Like Malachia and King, Carol H. Williams, president and founder of Carol H. Williams Advertising in Oakland, Calif., imported the business talent she needed. "I decided early on that I needed help to make my business grow the way I wanted it," says Williams, who wanted to concentrate on the creative end of the business.

Through a network of peers she met Stan Hebert and hired him as executive vice president and general manager. She knew he was the right person to complement her creative skills. "I am the paper half," confirms Herbert. "I handle general administrative, finance, and personnel in order to allow Carol to concentrate on the creative aspects of the business."

The duo seem to be working well together. The three-year-old firm, whose clients include such big-names as the Clorox Co., Christian Bros., Pacific Bell and Clairol Inc., has seen its billings grow from $500,000 in 1986 to $8 million in 1988.

"Once a business begins to emerge it takes on a life of its own. You have to watch it like a baby," offers Williams. "The problem is recognizing that it is growing. Within yourself you have to have the capacity to see what the business needs to flourish and grow. What it is begging for. There's no sense in sitting on top of elements you don't understand, and then have a deal with the residual effects of not knowing."

"It Was Hard To Let Go"

Denise L. Smith, former owner of Acutype Business Services. wished she had followed such sage philosophy when she first started her entrepreneurial venture.

In 1982, when the 36-year-old Los Angeles native founded her business, which provides word processing, secretarial services and graphics to professional clients, she attempted to go it alone. She rendered good service and was rewarded when clients flocked at her door—

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unfortunately too many for her to handle. She had to turn many away. She hired three part-time employees but was still unable to keep up.

Deciding not to seek outside capital, Smith used her entire personal savings and borrowed from family and friends to buy equipment and rent office space. "The business started to grow with [little] forethought on my part and I spent most of the time trying to catch up with the growth and never did," laments Smith, who worked 14- to 16-hour days, including weekends, to stay atop the mounting responsibilities. Last year, her unwise business decisions caught up with her: The company went bankrupt leaving Smith $5,000 in debt and owing the IRS $1,000 in back taxes.

"I realized I was failing for two years," Smith laments, "but I saw [the business] as mine and sentimentally it was hard to let go." She continues, "It was hard being worker, owner and manager in the midst of having more things going on than you can control or understand. For example, [not expecting the business to fail] I got a three year lease on office space whereas I should have only gotten a year lease. A big infusion of capital would have also helped to hire more people and buy more equipment." Smith says she has learned from her experience and wants to open another business. But this time with an attorney and accountant to help set it up.

Bobby D. Higginbotham believed he had a leg up on other entrepreneurs when he started his New Orleans-based company, Exclusive Temporaries Inc. in 1979: He had an MBA from Atlanta University and banking experience with Hibernia National Bank under his belt. However, while the degree gave him sound grounding in business practice and the banking experience on how to raise capital, he was still deficient in some areas: "I'm the financial person," explains Higginbotham. "My job is to get money to fund our growth. I needed someone to pay attention to administrative details," says Higginbotham. "Also, I was not doing a good job of [recruiting] and administering personnel."

To stem the high turnover rate, and to administer the company, Higginbotham brought on Leonard Jenkins in 1983. In addition, Higginbotham wanted "someone who was a lot better than me in sales" to head the company's drive to open regional branches. So he hired Earl Tate, who was number one salesman for a pharmaceutical company, as his national sales manager.

"I'm not greedy," says Higginbotham, whose company captured $10 million in sales last year and has 14 branch offices across the country. "I have no problems with giving people a piece of the action if they can bring something to the table."

Can Anybody Here Manage a Company?

How does an entrepreneur become a good manager—or learn to hire talented managers? All experts agree that the process begins with a hard self assessment. Entrepreneurs have to evaluate their skills and the needs of their company. As Osborne says, before they can hire people with various skills entrepreneurs have to know exactly what their strengths are. To find talented managers, experts recommend that entrepreneurs network at trade organizations, participate in seminars and, as Osborne bluntly says, "steal [talent] away for the competition" if you have to.

In addition, says author Flamholtz, the entrepreneur has to start thinking about the infrastructure of the company instead of just the product development or promoting. Nancy A. Flake of the Small Business Development Center at Howard University urges entrepreneurs to contact their local SBA office, which offers management training programs. In addition, more and more universities are offering management training seminars. For example, UCLA offers an executive training program titled, "Managing the Transition From an Entrepreneurship to a Professionally Managed Company."

The American business landscape is littered with the remains of enterprises that crash because entrepreneurs cannot—or refuse—to give others a "piece of the action." It makes perfectly good business sense to entrepreneurs like Williams, or King or Higginbotham. But as King explains, it's difficult for entrepreneurs to give up what the have created. But as Osborne says: "It's Better to have 5% of something than 100% of nothing." Ask Amos, who now believes: "The most common mistake of the entrepreneur is to be obsessed with an idea and think they can do everything. It has to be a team effort."

Excerpt from Black Enterprise.

IRS Eliminates 'loophole'

Small contractors probably won't comply with tightened federal tax provisions on deductions for interest expense because Internal Revenue Service guidelines require too many calculations to determine what to pay, tax experts say.

The calculations of interest expense must now be made for each month of the year, according to guidelines issued recently by the IRS

"It will tempt people to not comply. A novice construction manager will wonder whether the cost of an accountant to figure it out is higher than if the IRS caught him not complying," says Denton R. Hammond, construction industry director for Grant Thornton, a Chicago-based consultant.

Even large firms are annoyed. "We do it in-house. But it takes so much time we would like to be doing something

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productive. It's a nightmare," says Glenn D. Graff, executive vice president and chief financial officer of Linbeck Construction Corp., Houston. "We just want to build projects without the harrassment."

The provision, Section 263.A, was part of the Tax Reform Act of 1986. It requires that construction and other companies capitalize interest expense associated with the revenue those contracts produce.

"The expenses grow in proportion to the growth of [contractors'] business and [the interest allocation] is based on revenue reimbursement," says Carol Conjurga, an IRS analyst.

According to the IRS, the provision closes a loophole through which companies could take deductions for all interest expense in a year even if the projects and contracts associated with the borrowings stretched out over several years.

"There is some degree of record keeping required," acknowledges Conjurga. "If [contractors] are just guessing what their income is without records, then we are imposing a burden, but it's something they should have been doing all along."

Industry tax experts claim the new law penalizes construction firms because there is a lag between the time a contractor borrows and begins paying interest and the time revenue is received.

"It's not related to the realities of a construction project," says Karen J. O'Donnel, director of tax and fiscal services for the Associated General Contractors.

Excerpt from the April 17, 1989 Intermountain Contractor.

1989 EEO Compliance Procedure Changes

The 1989 Construction Season is rapidly approaching and in some areas has already arrived! As you begin putting your workforce together keep the following things in mind:

1. For compliance review purposes the determination of your compliance status will be based on the number of hours provided to minorities and females not the number of minority and female persons employed. To be in an "in compliance" status this year, you will have to assure the employ ment goals have been met from the beginning of the project, not just prior to the scheduled compliance review.
2. EEO 5 reports should be submitted only for work performed during July. The report should be sub mitted directly to the Civil Rights Bureau in Helena prior to August 10. Failure to submit the report will result in withholding 50% of the prime's next progress payment. No other EEO 5 reports will be required.
3. If your contract requires trainees, you have obligated your firm to provide a minimum of 500 hours training per trainee. This contract requirement will be monitored closely. Be sure your trainee starts work at the earliest opportunity.

If you have any questions concerning EEO or Labor Compliance please feel free to call Sam Prestipino, Misty Hammerbacker, or Vicky Koch at (406) 444-6331.

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JUNE 16, 17 1989
Radisson Hotel Billings, Montana

1989 Assistance For Business Clinic
(Formerly Small Business Clinics)

Unemployment Insurance, Worker' Compensation and Employment Relations Division of the Department of Labor and Industry, The Montana Department of Revenue, Internal Revenue Service and the Small Business Administration are joining together to conduct Assistance for Business Clinics throughout Montana in 1989.

SPRING SCHEDULES

Date	City	Location
6/20	Glasgow	Cottonwood Inn
6/21	Glendive	Community College
6/22	Miles City	Community College

FALL SCHEDULES

Date	City	Location
9/6	Bozeman	MSU Student Union
9/7	Butte	Copper King Inn
9/12	Lewistown	Yogo Inn
9/13 9/14	Billings	EMC Liberal Arts Building
9/27	Helena	Colonial Inn

Each clinic will be sponsored by the local area Chamber of Commerce, except in Billings where Eastern Montana College is the sponsor. To Register or to obtain information, please contact the sponsor in your area.

A Primer on the Fundamentals Of Certified Payrolls

"Certified" payrolls are required on projects financed with federal-aid money to insure that workers are being paid the prevailing (Davis-Bacon) wage rates and fringe benefits. (The correct "zone pay" may also be required. Check the pink sheets attached to each federal-aid highway project.)

For Montana Department of Highways, certified payrolls must furnish the following information:

1. Project number and designation
2. Employee's full name, complete address and social security number
3. Davis-Bacon classification (from pink pages of contract)
4. Davis-Bacon wage rate for the proper zone as indicated on the pink sheets
5. Hours worked per day
6. Gross wages
7. Allowable withholdings which are limited to federal and state income tax and FICA. (All other deductions must have a deduction authorization form signed and dated by the affected employee explaining the reason for each deduction.)
8. Net pay
9. Date paid and check number are <u>not</u> required, but are to your advantage if a complaint is filed.
10. Signed and completed Statement of Compliance. (See back of U.S. Department of Labor Form 347)

Certified payrolls are to be submitted in duplicate to the MDOH Project Manager within seven days after the end of the work week. Most primes want a copy of subcontractors' certified payroll and you will want to keep a copy in your records.

U.S. Department of Labor Form WH 347 (Payroll) can be used. Facsimiles, including computerized forms, are acceptable if approved by the MDOH Civil Rights Bureau.

Prepared by Brooke Flynn of Metro Business Associates, Inc. under contract to the Montana Department of Highways.

Immigration Reform and Control Act

The Immigration Reform and Control Act is a new federal law passed November 6, 1986 requiring employers to verify that new employees are not illegal aliens. Employers were required, beginning June 1, 1987, to examine documents of all employees hired after November 6, 1986. This law does not apply to individuals hired prior to November 6, 1986.

New employees must provide 'documents' establishing both **identity** and **employment eligibility**. Employers must verify that new employees are not illegal aliens. The employer must fill out an I-9 form indicating which documents they have reviewed.

IMMIGRATION, continue on page 10

IMMIGRATTION, continued from page 9

What documents work?

Documents only establishing identity: (*An employee will also need a document establishing employment eligibility.*) A State issued driver's license or I.D. card with a photograph or information, including name, sex date of birth, height, weight, and color of eyes or U.S. Military Card.

Documents only establishing employment eligibility: (*An employee will also need a document establishing identity.*) An original Social Security Card, a birth certificate issued by State, county, or municipal authority bearing a seal or other certification, or an unexpired INS Employment Authorization.

Documents establishing both identity and employment eligibility: (*If an employee has one of these documents, that is all that is required.*) A United States passport, or a Certificate of United States Citizenship, or a Certificate of Naturalization, or an unexpired foreign passport with attached Employment Authorization, or an Alien Registration Card with photograph.

These documents must be presented to the employer within **three (3) days** of being hired. If the employee has lost a document or has not yet obtained proper identity or work authorization documents, an individual is required to present a receipt showing application for the documents with **three (3) days** and present the documents with **twenty-one (21) days.**

You may obtain copies of the I-9 Form from the U.S. Department of Justice, Immigration and Naturalization Service by requesting OMB No. 1115-0136, Superintendent of Documents, U.S. Government Printing Office, Washington, D.C. 20402.

The Handbook for Employers, Instructions for Completing Form I-9, (Employment Eligibility Verification Form) may be obtained by writing: Commerce Clearing House, Inc., 4025 W. Peterson Ave., Chicago, Illinois 60646. Price: 1-4 Copies, $2.50 each; 5-9 Copies, $2.20 each; 10-24 Copies, $2.00 each; 25-49 Copies $1.80 each.

NAMC'S Annual Convention

The National Association of Minority Contractors (NAMC) announces that its 20th Annual Convention will be held in Philadelphia, Pennsylvania at the Four Seasons Hotel, from June 28 Thru July 2, 1989.

For more information contact NAMC's National Headquarters at (202)347-8259.

Invitation for Bids

Excerpt from the April 24, 1989 Intermountain Contractor.

May 15
MALMSTROM AFB, 4 MINI MUTES SITES
Bid opg offc of ownr. Ownr: Contrg Div, Bldg 145, Rm 107A, Malmstrom AFB, MT 59402, (406)731-4837, Attn: John Peters.

May 15, 2:00 pm
HELENA, HTG SYST RPR/REMOVE ASBESTOS
Bid opg offc of ownr. Ownr: Contrg Div, Bldg 6222, Ft Carson, CO 80913-5022, (719)579-2548, Attn: Elyse Lewis.

May 15, 7:00 pm
SIDNEY, WATER MAIN IMPVTS
Bid opg offc of ownr. Ownr: City of Sidney, 115 2nd St SE, Sidney, MT 59270, (406)482-2809, Attn: Terry Meldahl.

May 16
MALMSTROM AFB, RECREATION COURT
Bid opg offc of ownr. Ownr: Contrg Div, Bldg 145, Rm 107A, Malmstrom AFB, MT 59402, (406)731-4006, Attn: Ruth Buller.

May 16
CROW AGENCY, WELL & PUMP SYSTS
Bid opg offc of ownr. Ownr: Indian Health Svc, Billings Area Offc, Contrg, Box 2143, Billings, MT 59103, (406)657-6623, Attn: John F. Schlaht.

May 16, 11:00 am
LEWISTOWN, AIRPORT IMPVTS
Bid opg at the Airport Terminal. Ownr: City of Lewistown & Fergus Cnty, Lewistown, MT. Engr: Robert J. Peccia & Assocs, 810 Hialeah Ct, Box 5653, Helena, MT 59603, (406)442-8160, Attn: Keith Jensen.

May 16, 2:00 pm, Est: $100,-$250,000
BILLINGS, GENERATOR FACIL/IMPVTS
Bid opg offc of ownr. Ownr: FAA, NW Mtn Region, Procurement Branch, ANM-55, 17900 Pacific Hwy S, C-68966, Seattle, WA 98168, (206)431-2870, Attn: Shirley Cochran.

May 17, Est: $250,-$500,000
MALMSTROM AFB, REPLACE WATER MAINS
Bid opg offc of ownr. Ownr: Contrg Div, Bldg 145, Rm 107A, Malmstrom AFB, MT 59402, (406)731-4001, Attn: Kathleen Benson.

May 17, Est: $250,-$500,000
CARTER CNTY, OPEECHE PARK RD CONSTN
Bid opg offc of ownr. Ownr: USFS, Gallatin Natl Forest, Box 130, Bozeman, MT 59715, (406)587-6763.

May 17, 2:00 pm, Est: $5 - $10 mil
VARIOUS CNTYS, MT/WY/OK, LORAN C STATIONS
Bid opg offc of ownr. Ownr: Commanding Officer, USCG, FD&CC (PAC), 915 2nd Ave, Rm 2664, Seattle, WA 98174-1011, (206)442-1683, Attn: Marcia Trudeau.

May 17, 4:30 pm
GRANITE CNTY, LANE FENCE SOUTH
Extd form May 10. Ownr: BLM, Montana State Offc, Box 36800, Billings, MT 59107, (406)255-2748

May 18
KALISPELL, ROOF RESTORATION
Bid opg offc of ownr. Ownr: Dept of Energy, Bonneville Power Admin, Box 491, Vancouver, WA 98666-0491, (206)690-2947, Attn: Donna Beeks.

May 18
MALMSTROM AFB, CLOTH HEADLINERS
Request for proposals recd by ownr until May 18th. Ownr: Contrg Div, Bldg145, Rm 107A, Malmstrom AFB, MT 59402, (406)731-4019, Attn: MSgt Rodney Jeffries.

May 22, Est: $100,-$250,000
MALMSTROM AFB, ELEC DISTRIB RELOCATION
Bid opg offc of ownr. Ownr: Contrg Div, Bldg 145, Rm 107A, Malmstrom AFB, MT 59402, (406)731-4837, Attn: John Peters.

May 23
MILES CITY, REPLACE ROOFS
Bid opg offc of ownr. Ownr: Chief, Supply Svc, 90C, V A Med Cntr, 210 S Winchester Ave, Miles City, MT 59301, (406)232-3060, ext 246.

MAY 23
QUAKE LAKE, STREAMBANK PROTECTION
Bid opg offc of ownr. Site Visit: Arrange with Proj Mgr's Offc, Ft Peck, (406)526-3411. Ownr: Dept of the Army, Omaha Dist-Corps of Engrs, 1612 U S Post Offc & Courthse, Omaha, NE 68102-4978, (402)221-4266.

May 23
CROW AGENCY, WASTEWATER LAGOON AERATION REBID
Bid opg offc of ownr. Ownr: Indian Health Svc, Billings Area Offc, Contrg, Box 2143, Billings, MT 59103, (406)657-6623.

May 24, Esdt: $500,-$1 mil
MALMSTROM AFB, RELOCATABLE HSG INT RENOV
Bid opg offc of ownr. Ownr: Contrg Div, Bldg 145, Rm 107A, Malmstrom AFB, MT 59402, (406)731-4014, Attn: SSgt Steven Meshberger.

Jun 1, Est: $250,-$500,000
FT BELKNAP, MODERNIZE QUARTERS/RPR WK
Bid opg offc of ownr. Ownr: Dept of Health & Human Svcs, Public Health Svc, Engrg Svcs Offc, Region X, 2201 6th Ave, RX-24, Rm 710, Seattle, WA 98121, (206)442-0886.

Jun 1, 10:OO AM, EST: $100,-$250,000
BIG HORN CNTY, BRIDGE CRANES REHAB
Bid opg offc of ownr. Site Visit: Arrange with Chief, O & M Branch, (406)666-2443. Ownr: Bu of Reclamation, Great Plains Region, 316 North 26th St, Box 36900, Billings, MT 59107-6900, (406)657-6122.

Jun 7
KOOTENAI NATL FOREST, TOILET CONSTN
Bid opg offc of ownr. Ownr: USFC, Kootenai Natl Forest, 506 U S Highwy 2 West, Libby, MT 59923, (406)293-6211.

Jun 14, Est: $100,-$250,000
MISSOULA CNTY, CAMPGROUND REHAB, REBID
Bid opg offc of ownr. Ownr: USFS, Lolo Natl Forest, Fort Missoula, Bldg 24, Missoula, MT 59801, (406)329-3764.

Jun 20, 10:00 AM
BIGHORN CNTY, JET VALVE BANK STABILIZATION
Big opg offc of ownr. Site Visit: Arrange with Chief, O&M Branch, (406)666-2443. Ownr: Bu of Reclamation, Great Plains Region, Box 36900, Billings, MT 59107-6900, (406)657-6457, Attn: Mike Todd.

INVITATION FOR BIDS

Sealed bids will be received until 2:00 PM on **May 18, 1989**, and will be publicly opened and read aloud in the offices of the Architecture & Engineering Division, 1520 East Sixth Avenue, Helena, Montana, for **ROOKERY WILDLIFE MANAGEMENT AREA FENCE NEAR HAVRE, MONTANA, MONT A/E 87-35-14-15.**

Bids will be received for one General Contract.

Bids shall be submitted on the form provided with the contract documents. Contract documents may be secured at the office of the Architecture & Engineering Division, 1520 East Sixth Avenue, Helena, Montana.

Bids shall be accompanied by bid security meeting the requirements of the State of Montana in the amount of 10% of the total bid. The Successful bidder will furnish approved Performance Security and Labor and Material Security in the amount of 100% of the contract.

Federal funds will be employed in part on this project. The contractor shall comply with all fair labor practices and State and Federal Statutes.

Each bidder and subcontractor for work over $5,000 must have a valid Montana Public Contractor's License in the proper classification.

No bidder may withdraw his bid for at least 30 days after the scheduled time for receipt of bids except as noted in the Instruction to Bidders.

The Owner reserves the right to reject any or all bids and to waive any irregularities or informalities.

DEPARTMENT OF ADMINISTRATION

STATE OF MONTANA

INVITATION FOR BIDS

Sealed bids will be received until 2:00 PM on **MAY 18, 1989,** and will be publicly opened and read aloud in the offices of the Architecture & Engineering Division, 1520 East Sixth Avenue, Helena, Montana, for **REPLACE CARPETING - SCHOOL BUILDING, MOUNTAIN VIEW SCHOOL, HELENA, MONTANA, MONT A/E 89-16-01.**

Bids will be received for one General Contract.

Bids shall be submitted on the form provided with the contract documents. Contract documents may be secured at the office of the Architecture & Engineering Division, 1520 East Sixth Avenue, Helena, Montana.

Bids shall be accompanied by bid security meeting the requirements of the State of Montana in the amount of 10% of the total bid. The Successful bidder will furnish approved Performance Security and Labor and Material Security in the amount of 100% of the contract.

The contractor shall comply with all fair labor practices and state statutes.

Each bidder and subcontractor for work over $5,000 must have a valid Montana Public Contractor's License in the proper classification.

No bidder may withdraw his bid for at least 30 days after the scheduled time for receipt of bids except as noted in the Instruction to Bidders.

The Owner reserves the right to reject any or all bids and to waive any irregularities or informalities.

DEPARTMENT OF ADMINISTRATION

STATE OF MONTANA

CP203/ST30

INVITATION FOR BIDS

LETTING OF MAY 25, 1989

Sealed bids on the following projects will be received by the State of Montana, Department of Highways, Contract Plans Section, at the office of said Department in the City of Helena until 9:00 a.m. on May 25, 1989. The proposals will be publicly opened and read immediately thereafter in the Department's auditorium.

Bid proposals, plans, cross-sections or machine tabulations and full instructions to bidders are on file for examination and may be obtained from the Contract Plans Section. These documents may be requested by mail (see enclosed requisition form) or by calling 444-6215, Area Code 406. Proposals will not be furnished to contractors after 5:00 p.m. preceding the date of the letting.

Cost for these documents vary with each project and is quoted in the project information contained herein. There will be no refund allowances for documents ordered and returned as the price quoted is the actual cost of printing only. Please make all checks payable to the State of Montana, Department of Highways.

Persons or firms desiring to qualify or bid on highway construction on the basis of a joint venture shall declare their intention by executing a "Declaration of Joint Venture and Power of Attorney." Joint Venture affidavits must be filed with the Contract Plans Section no later than 3:00 p.m. preceding the date of the letting.

On projects designated as a STATE PROJECT in the project information contained herein, prospective bidders are advised that state law requires contractors have a valid Public Contractor's License issued by the State of Montana, Department of Commerce, in a classification commensurate to the money value of the "State Project" to which they bid. The law further provides that no license shall be issued to any applicant until the expiration of ten (10) days from and after date of filing application for same is received by the Department of Commerce. The following are the three classes of state license which are issued:

Class A - for any single contract not to exceed (unlimited)
Class B - for any single contract not to exceed $100,000
Class C - for any single contract not to exceed $25,000

Any contract entered into pursuant to this advertisement is subject to all appropriate Federal Laws, including Title VI of the Civil Rights Act of 1964.

The Department of Highways hereby notifies all bidders that it will affirmatively insure that in any contract entered into pursuant to this advertisement, minority business enterprises will be afforded full opportunity to submit bids in response to this invitation and will not be discriminated against on the grounds of race, color or National origin in consideration of an award. In addition, the successful bidder shall pay the minimum wage rates set out in the bid proposal.

STATE OF MONTANA
DEPARTMENT OF HIGHWAYS

Dan Huestis, Chairman
Montana Highway Commission

Larry W. Larsen, P.E.
Director of Highways

1. F-HES 1-2(40)197

The grading, aggregate surfacing, plant mix bituminous surfacing, seal and cover and the relocating of the Theodore Roosevelt Obelisk, Bill Morrison Rock and John Stevens Monument Base and the construction of Memorial Square on 0.5 miles of the Marias Pass Recreational Complex Road in Flathead County. Project begins on U.S. Highway 2, between West and East Glacier at the summit of Marias Pass and extends northeast.

Involving About: 2 Cr. Mi. Bluetop Staking, 9,316 Cu. Yd. Excavation, 1,637 Cu. Yd. Topsoil, Lump Sum Remove Structure, 13,015 Tons Crushed Aggregate, 2,672 Tons Plant Mix, 17 Tons Liquid Asphalt (MC-70), 30 Tons Emulsified Asphalt (HF-100), 905 Gals. Emulsified Asphalt (SS-1), 369 Sq. Yd. Cold Milling, 87 Cu. Yd. Concrete, 165 Sq. Yd. 4 In. Concrete, 1,764 Sq. Ft. Precast Concrete Pavers, 174 Ln. Ft. Concrete Curb, 293 Ln. Ft. Concrete Curb & Gutter, 366 Ln. Ft. CSP Culvert, 84 Ln. Ft. PV Chloride Pipe, Lump Sum Seed & Fertilizer, Lump Sum Relocate Monuments, 199 Cu. Yd. Riprap, 192 Sq. Ft. Aluminum Signs, 392 Ln. Ft. Treated Timber Poles, 151 Sq. Ft. Plastic Words & Symbols, 5,593 Ln. Ft. Plastic Striping and other items. Contract to be completed in 60 Working Days. The estimated construction cost of this project is between $250,000 and $750,000.

The Disadvantaged Business Enterprises' contract goals are 6.0% for this contract.

Cost of plans and proposal $5.00 per set including cross-sections.

This project is under the jurisdiction of the Missoula District Engineer.

2. F 1-9(17)542 & F 1-9(20)542

PROJECT F 1-9(17)542 - The plant mix surface overlay on 4.2 miles of the Glasgow - East Road. The project begins at the east city limits of Glasgow and extends southeast on U.S. 2.

PROJECT F 1-9(20)542 - The plant mix surface overlay and signals on 0.5 miles of First Avenue North in Glasgow. The project begins at the intersection of Seventh Street North and extends southeast to Division Street.

Involving About: 491 Tons Hydrated Lime, 37,158 Tons Plant Mix, 2,274 Tons Asphalt Cement (85-100), 16,677 Gals. Emulsified Asphalt (SS-1), 12,792 Gals. Emulsified Asphalt (CSS-1H), 30,170 sq. yd. Cold Milling, 8 Cu. Yd. Concrete, 14,069 Ln. Ft. Remove Median Curb, 78 Ln. Ft. Revise Bridge Rail - Concrete Barrier, 504 Ln. Ft. CSP Culvert, 3,900 Ln. Ft. Steel Guardrail, 14 Guardrail End Anchor, 4 Units Bridge Approach Section, 3,153 Ln. Ft. Remove Guardrail, 30 Cu. Yd. Stone Fill Gabion, 120 Ln. Ft. Conduit, 2 Pull Boxes, 2,061 Ln. Ft. Copper Cable, 150 Ln. Ft. Copper Conductor, 1,026 Sq. Ft. Aluminum Signs, 606 Ln. Ft. Treated Timber Poles, 4,469 Lbs. Steel Posts, 2 Service Assemblies, 18 Traffic Signals, 6 Pedestrian Signals, 2 Traffic Controllers, 6 Signal Standards, 19 Detector Loops, 1,850 Ln. Ft. Detector Loop Cable, 1,467 Sq. Ft. Plastic Words & Symbols, 47,285 Ln. Ft. Plastic Striping and other items. Contract to be completed in 65 Working Days. The estimated construction cost of this project is between $600,000 and $1,800,000.

The Disadvantaged Business Enterprises' contract goals are 12.0% for this contract.

Cost of plans and proposal $10.00 per set including cross-sections.

This project is under the jurisdiction of the Glendive District Engineer.

3. F 2-2(5)83
The milling and plant mix bituminous surfacing overlay on 12.9 miles of the Baker East Road on U.S. Highway 12 in Fallon County. The project begins in Baker and extends southeast to the Montana - North Dakota border.

Involving About: 6,060 Cu. Yd. Excavation, 28 Sta. Reshape Ditch, 3,703 Tons Crushed Aggregate, 818 Tons Hydrated Lime, 54,553 Tons Plant Mix, 3,274 Tons Asphalt Cement (85-100), 371 Tons Emulsified Asphalt (HF-100), 31,224 Gals. Emulsified Asphalt (SS-1), 256,232 Sq. Yd. Cold Milling, 6 Cu. Yd. Concrete, 9,069 Ln. Ft. Remove Bit. Curb, 824 Ln. Ft. Remove Curb and Gutter, 459 Ln. Ft. Revise Br. Rail - Thrie Beam, 610 Ln. Ft. Clean Culvert Pipe, 946 Ln. Ft. CSP Culvert, 444 Ln. Ft. RCP Culvert, 2,600 Ln. Ft. Steel Guardrail, 8 Guardrail End Anchor, 4 Units Bridge Approach Section, 4 Drop Inlets, 9,069 Ln. Ft. Bit. Curb, 1 Signal Standard, 1,018 Sq. Ft. Aluminum Signs, 470 Ln. Ft. Treated Timber Poles, 3,435 Lbs. Steel Posts, 123 Sq. Ft. Plastic Words & Symbols, 1,320 Ln. Ft. Plastic Striping, 172 Sq. Yd. Concrete Gutter, 824 Ln. Ft. Concrete Curb & Gutter and other items. Contract to be completed in 80 Working Days. The estimated construction cost of this project is between $800,000 and $2,400,000.

The Disadvantaged Business Enterprises' contract goals are 8.0% for this contract.

Cost of plans and proposal $7.50 per set.

This project is under the jurisdiction of the Glendive District Engineer.

4. RTF 9-1(5)0 (State Project)
The plant mix bituminous overlay and seal & cover on 21.2 miles of the Bowman's Corner - South Road on U.S. 287 in Lewis & Clark County beginning at the intersection with Interstate 15 north of Wolf Creek and extends northwest.

Involving About: 10,002 Tons Crushed Aggregate, 626 Tons Hydrated Lime, 41,739 Tons Plant Mix, 2,504 Tons Asphalt Cement (85-100), 560 Tons Emulsified Asphalt (HF-100), 24,164 Gals. Emulsified Asphalt (SS-1), 3,111 Sq. Yd. Cold Milling and other items. Contract to be completed by September 1, 1989. The estimated construction cost of this project is between $600,000 and $1,800,000.

This contract does not contain goals for Disadvantaged Business Enterprises.

Cost of proposal $5.00 per set.

This project is under the jurisdiction of the Great Falls District Engineer.

5. RTF 14-4(10)146 (State Project)
The plant mix bituminous overlay and seal and cover on 22.4 miles of the Lavina - East Road on U.S. 12 in Golden Valley and Musselshell Counties, beginning at its intersection with Montana Route 3 near Lavina and extends northeast to Roundup.

Involving About: 14,120 Cu. Yd. Excavation, 4,970 Tons Crushed Aggregate, 492 Tons Hydrated Lime, 39,495 Tons Plant Mix, 2,368 Tons Asphalt Cement (120-150), 409 Tons Emulsified Asphalt (HF-100), 17,380 Gals. Emulsified Asphalt (SS-1), Lump Sum Detour, 1,074 Ln. Ft. Revise Double Bridge Rail, 172 Ln. Ft. CSP Culvert, 4,413 Ln. Ft. Steel Guardrail, 28 Gaurdrail End Anchors, 28 Units Bridge Approach Section and other items. Contract to be completed in 75 Working Days. The estimated construction cost of this project is between $600,000 and $1,800,000.

This contract does not contain goals for Disadvantaged Business Enterprises.

Cost of proposal $5.00 per set.

This project is under the jurisdiction of the Billings District Engineer.

6. RTF 80-1(5)28 (State Project)
The plant mix bituminous overlay and seal & cover on 18.2 miles of the Geraldine - South Road on Montana Route 80 in Chouteau County beginning at Geraldine and extends southeast.

Involving About: 8,327 Tons Crushed Aggregate, 519 Tons Hydrated Lime, 34,590 Tons Plant Mix, 2,080 Tons Asphalt Cement (85-100), 436 Tons Emulsified Asphalt (HF-100), 19,218 Gals. Emulsified Asphalt (SS-1), 7,281 Sq. Yd. Cold Milling and other items. Contract to be completed by September 1, 1989. The estimated construction cost of this project is between $500,000 and $1,500,000.

This contract does not contain goals for Disadvantaged Business Enterprises.

Cost of proposal $5.00 per set.

This project is under the jurisdiction of the Great Falls District Engineer.

7. RS 297-1(4)26
The plant mix bituminous surfacing overlay on the Judith Gap - East Road in Wheatland County. The project begins on Secondary Route 297 in Judith Gap and extends southeast 12.1 miles.

Involving About: 4,947 Cu. Yd. Excavation, 4,292 Tons Crushed Aggregate, 439 Tons Hydrated Lime, 31,040 Tons Plant Mix, 1,865 Tons Asphalt Cement (120-150), 287 Tons Emulsified Asphalt (CRS-2), 8,987 Gals. Emulsified Asphalt (SS-1), 1,022 Ln. Ft. Drainage Pipe, 122 Sq. Ft. Aluminum Signs, 188 Ln. Ft. Treated Timber Poles, 178 Lbs. Steel Posts and other items. Contract to be completed in 70 Working Days. The estimated construction cost of this project is between $400,000 and $1,200,000.

Subsurface investigation data is available for inspection and review in the Geology Section of the Materials Division at the Highway Complex, Helena, Montana. The Disadvantaged Business Enterprises' contract goals are 6.0% for this contract.

Cost of plans and proposal $5.00 per set.

This project is under the jurisdiction of the Billings District Engineer.

8. M-BRM 1816(3)
The grading, aggregate surfacing, and plant mix bituminous surfacing on 0.9 miles of the Elizabeth Warren Avenue - Butte Road in Silver Bow County. Project begins in Butte on Elizabeth Warren Avenue at the intersection with Mt. Highland Drive, and extends easterly to the intersection with Continental Drive.

Involving About: 1.9 Cr. Mi. Bluetop Staking, 3.1 Acre Clearing & Grubbing, 23,073 Cu. Yd. Excavation, 1,807 Cu. Yd. Topsoil, Lump Sum Remove Structure, 8 Sta. Obliterate Roadway, 12,880 Tons Crushed Aggregate, 60 Tons Hydrated Lime, 4,056 Tons Plant Mix, 246 Tons Asphalt Cement (120-150), 31 Tons Liquid Asphalt (MC-70), 1,120 Gals. Emulsified Asphalt (SS-1), 148 Cu. Yd. Concrete, 17 Manholes, 24 Inlets, 592 Ln. Ft. PV Chloride Pipe, 2,180 Ln. Ft. Reset Chain Link Fence, 4,087 Sq. Yd. Concrete Sidewalk, 11,549 Ln. Ft. Concrete Curb & Gutter, 176 Ln. Ft. CSP Culvert, 104 Ln. Ft. SSPP Culvert, 3,920 Ln. Ft. RCP Culvert, 3.5 Acre Seed & Fertilizer, 1 Lump Sum Underground Sprinkler System, 90 Cu. Yd. Riprap, 5,960 Ln. Ft. Conduit, 15 Pull Boxes, 350 Ln. Ft. Copper Cable, 20,950 Ln. Ft. Copper Conductor, 133 Sq. Ft. Aluminum Signs, 26 Steel Standards & Luminaires, 3 Electric Service Assemblies, 20 Ln. Ft. Treated Timber Poles, 1,945 Lbs. Steel Posts, 97 Sq. Yd. Construction Fabric, 7,733 Ln. Ft. Plastic Striping, 14 Mailboxes and other items. Contract to be completed in 90 Working Days. The estimated construction cost of this project is between $600,000 and $1,800,000.

The Disadvantaged Business Enterprises' contract goals are 10.0% for this contract.

Cost of plans and proposal $11.00 per set including cross-sections.

This project is under the jurisdiction of the Butte District Engineer.

9. M 5807(6)
The plant mix bituminous overlay, signing and signals on 0.5 mile of the Cedar Street Road in Helena, Lewis & Clark County, beginning at the intersection with Montana Avenue and extends east to the I-15 interchange.

Involving About: 24 Tons Hydrated Lime, 1,589 Tons Plant Mix, 95 Tons Asphalt Cement (85-100), 776 Gals. Emulsified Asphalt (SS-1), 7,083 Sq. Yd. Cold Milling, 5 Cu. Yd. Concrete, 122 Ln. Ft. Concrete Curb & Gutter, 455 Ln. Ft. Conduit, 4 Pull Boxes, 425 Ln. Ft. Copper Cable, 1,140 Ln. Ft. Copper Conductor, 396 Sq. Ft. Aluminum Signs, 30 Ln. Ft. Treated Timber Poles, 3,830 Lbs. Steel Posts, 1 Controller & Pedestal, 2 Luminaire Assemblies, 1 Service Assembly, 10 Traffic Signals, 8 Pedestrian Signals, 4 Signal Standards, 225 Ln. Ft. Detector Loop Cable,

4 Pedestrian Push Buttons, 4 Detector Loops, 675 Sq. Ft. Plastic Words & Symbols, 9,584 Ln. Ft. Plastic Striping, 26 Channel Buttons and other items. Contract to be completed in 30 Working Days. The estimated construction cost of this project is between $100,000 and $300,000.

The Disadvantaged Business Enterprises' contract goals are 12.0% for this contract.

Cost of plans and proposal $5.00 per set.

This project is under the jurisdiction of the Butte District Engineer.

GEP:cm:3/q

MONTANA STATE LIBRARY

ATTN: HAROLD CHAMBERS (4)

DEADHEAD

Civil Rights Bureau
Montana Department of Highways
2701 Prospect Ave.
Helena, MT 59620

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